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SUGGESTIONS FOR INTRODUCTORY REMARKS  
BY VADM TURNER

PRINGLE AUDITORIUM  
0830 MONDAY, 18 JUNE 1973

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NOT USED

GOOD MORNING GENTLEMEN. / FOR ANY OF YOU I MISSED YESTERDAY, /  
WELCOME TO THE NAVAL WAR COLLEGE. / I FEEL CERTAIN THAT THE  
NEXT TWO WEEKS / WILL BE SO MENTALLY STIMULATING THAT THEY WILL  
GO BY ALL TOO FAST. / I KNOW THAT THE FACULTY WILL GAIN A GREAT  
DEAL FROM YOUR PARTICIPATION. / I'M SURE YOU HAVE HEARD THAT  
THE THEME OF THIS PAST YEAR / AT THE WAR COLLEGE HAS BEEN ONE  
OF MAJOR CHANGE. / YOU HAVE UNDOUBTEDLY PERCEIVED THAT YOUR  
COURSE / BEARS VIRTUALLY NO RESEMBLANCE TO THE SENIOR RESERVE  
CURRICULUM OF PREVIOUS CLASSES. /

OF COURSE, THE ELEMENT OF CHANGE IS ALMOST UNIVERSAL TODAY. /  
THE PAST THIRTY YEARS HAVE SEEN RADICAL CHANGES TAKE PLACE / IN  
THE SOCIAL STRUCTURE OF THIS COUNTRY. / CHANGES WHICH ARE  
REMAKING THE SOCIAL MAP OF THE NATION. / ONE PART OF THIS  
REVOLUTION WHICH HAS BEEN IN EVIDENCE FOR QUITE SOME TIME / IS

THE RISING LEVEL OF SOPHISTICATION OF THE NATION'S POPULATION.

THIS EVER INCREASING PUBLIC AWARENESS HAS FORCED THE

MILITARY TO BE MUCH MORE KNOWLEDGABLE AND ARTICULATE IN

*Further* PRESENTING *our* ITS CASE AND IN EXPLAINING NATIONAL MILITARY

STRATEGY. *Second in employing* THE MILITARY MUST EMPLOY THE FINEST OF MODERN

MANAGEMENT TECHNIQUES *our* IN OPERATING THIS \$80 BILLION CORPORATION.

LASTLY, IN THE FACE OF AN EVER BROADENING SOVIET PRESENCE

ON THE WORLD'S OCEANS AND THEIR REMARKABLE ARRAY OF MODERN

WEAPONRY, WE MUST JUDICIOUSLY OPERATE OUR SHIPS AND AIRCRAFT

TO BEST EMPLOY THEIR CAPABILITIES.

IN THE PAST FEW YEARS THE SERVICES HAVE COME MORE AND

MORE TO RELY UPON CIVILIAN "THINK TANKS" TO ASSIST IN THESE

THREE AREAS. I CAME HERE LAST YEAR OF THE OPINION THAT MORE

OF THIS BURDEN SHOULD REST ON MILITARY OFFICERS THAT WE NEEDED

OFFICERS WHO COULD DERIVE A STRATEGY FOR THE 1970'S AND 80'S.

WHO COULD ANSWER SUCH IMPRECISE QUESTIONS AS:

"HOW DO WE ADAPT OUR STRATEGIES FROM THE BI-POLAR WORLD OF THE PAST TO A MULTI-POLAR WORLD OF THE NEXT FEW DECADES?"

IN DEFENSE MANAGEMENT THEY MUST BE ABLE TO EVALUATE OUR OPTIONS <sup>IN</sup> FISCAL POLICY:

*should*  
"HOW MUCH DO YOU SPEND NOW ON MANPOWER AND OPERATING COSTS? HOW MUCH DO YOU INVEST IN R&D FOR THE FUTURE?"  
IN BUYING AND OPERATING OUR FORCES THEY MUST ADDRESS SUCH RELATED QUESTIONS IN MANAGEMENT AND TACTICS AS:

"DO YOU BUY A FEW NUCLEAR-POWERED GUIDED MISSILE SHIPS, OR MANY SMALL PATROL ESCORTS AT ONE-FOURTH THE COST? DO YOU BUY A MIX? IF YOU BUY THE SMALLER SHIPS, HOW DO YOU USE THEM IN THE MANY MISSIONS PEOPLE HAVE COME TO EXPECT OF DESTROYERS?"

THERE ARE NO PRECISE RIGHT OR WRONG ANSWERS TO THESE QUESTIONS. <sup>1/2</sup> THE MILITARY OFFICER OF OLD, <sup>1/2</sup> USED TO AN AUTHORITARIAN

*the technical*  
*& he is most of them*  
*world where fight & moving does*  
*not*  
CHAIN OF COMMAND AND THE PHYSICS OF <sup>A</sup> TECHNOLOGICAL NEWTONIAN WORLD

JUST WAS NOT EQUIPPED TO HANDLE THEM.

THUS, HERE AT THE NAVAL WAR COLLEGE, THE STUDENT IS  
FORCED TO DO IN-DEPTH PERSONAL RESEARCH AND ANALYSIS. THEN

HE MUST SELL HIS CONCLUSIONS TO HIS PROFESSORS AND HIS PEERS.

OVER THREE TRIMESTERS HE EXAMINES STRATEGY THROUGH HISTORICAL  
CASE STUDIES, *Defense economics & decision making*  
~~MANAGEMENT AS PRACTICED IN DOD~~, AND THE ESSENCE

OF MODERN TACTICS. YOUR COURSE WAS DESIGNED TO BE AN ABBREVIATED

EXPOSURE TO THIS PROCEDURE IN ALL THREE AREAS. YOUR ADVANCE

PREPARATION HAS ALLOWED EVEN MORE OF THIS THINKING PROCESS TO

BE USED IN THIS ALL-TO-BRIEF TIME YOU ARE HERE. BY NEXT FALL

THESE THREE COURSES--*defense economics* STRATEGY, MANAGEMENT, AND TACTICS WILL BE

INCORPORATED INTO OUR CORRESPONDENCE COURSES SO YOU CAN FOLLOW

UP ON THESE TWO WEEKS WITHIN AREAS WHICH PARALLEL THE RESIDENT

COURSES HERE. I WILL BE MOST ANXIOUS TO HEAR YOUR IDEAS ABOUT

THE COURSE TWO WEEKS FROM NOW.

THE SECOND PHASE OF YOUR COURSE INVOLVES PARTICIPATION  
IN THE CURRENT STRATEGY FORUM, WHERE YOU WILL HAVE A CHANCE TO  
SEE AND DISCUSS THE FINAL PRODUCT OF THE RESIDENT COURSES. THIS  
LAST EVENT OF THE ACADEMIC YEAR WILL GIVE YOU AN OPPORTUNITY  
TO INTERACT WITH FLAG OFFICERS, NAVAL WAR COLLEGE STUDENTS  
AND CIVILIAN LEADERS FROM ALL OVER THE COUNTRY. THE DEPARTURE  
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YOU ARE AWARE THAT THE COURSE DOES NOT INCLUDE A HEAVY SCHEDULE OF SOCIAL FUNCTIONS. / EVEN THE LUNCHEONS AND DINNERS ARE TITLED "WORKING" AFFAIRS. / I HOPE THAT THE ACADEMIC EXERCISE WILL CHALLENGE YOU SUFFICIENTLY TO REQUIRE FULL USE OF YOUR TIME. /

I HAVE ALREADY MENTIONED THAT I AM PARTICULARLY INTERESTED IN THE FEEDBACK THAT DEVELOPS FROM YOUR TWO WEEKS HERE. / I HAVE SET ASIDE THE LAST PERIOD OF THURSDAY, THE 28TH OF JUNE, FOR FACE-TO-FACE DISCUSSION OF THE COURSE--EVERY ASPECT OF IT--  
YOUR IDEAS ABOUT: / THE CURRICULUM OF THE RESEIDENT COURSES; / THE CONTENT OF YOUR COURSE; / YOUR EVALUATION OF THE STUDENTS; / YOUR IDEAS ABOUT THE CURRENT STRATEGY FORUM AND, INDEED, ANY SUBJECT YOU WISH TO DISCUSS. / YOU WILL ALSO RECEIVED EVALUATION REPORTS FOR BOTH PHASES OF THE COURSE. / I CAN ASSURE YOU THAT I WILL READ EVERY ONE OF THEM. /

AGAIN, WELCOME TO THE WAR COLLEGE! I HOPE THAT YOU CAN,  
GET A GOOD INSIGHT INTO OUR NEW CURRICULUM AND WEIGH ITS SUCCESS.  
I ALSO HOPE THAT WE CAN PROVIDE A BETTER UNDERSTANDING OF THE  
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